



TRAINING SECTION PUBLICATION

TFD CHRONICLE

VOLUME 1, ISSUE 3

AUGUST 2006

TRAINING SECTION NEEDS ASSESSMENT RESULTS

We would like to thank you for participating in the TFD Training Section needs assessment. Fifty-nine of the needs assessment forms (43 percent), were returned or emailed. Results have been compiled to help the training section develop a plan for the future.

The largest number of respondents (21 percent) requested multi-company drills (including live-fire training with victims, May-Day for lost or trapped firefighters, 2-&-1 medicals with extrication, or car fire with victim). The next highest response (fourteen percent) requested high-rise training. This reply was followed by eight percent of the respondents requesting an increase in the number of training props available at the TFD fire training center for fitness, skill development, and training.

Six percent of the respondents requested the following from the

Training Section:

Fill-in training for captains, fill-in training for engineers, physical training /drills (MCS), engineer academy, captain academy, leadership training, off-site training (houses and buildings that are slated to be demolished). An equal number of responses requested the Training Section have an Adaptive Response Unit (engine company) cover one of our firehouses which would allow more companies to train simultaneously.

The remaining items requested made up less than three percent of the responses:

- Thermal Imaging Camera training
- Compressed foam capabilities
- Haz Mat First Responder review
- Apartment fire scenarios

- Driver training program
- Personnel Management training
- Review different hoselays and attack line deployment
- Review initial 2- &-1 assignments on fires (ladder company responsibilities and engine company responsibilities)
- Customer service training
- Discipline process training
- Personnel relations training
- Water rescue training for first responding engine companies
- Forcible entry training
- Incident Action Plans (clarification)
- Alarm room training/tour
- Hoseline placements and attack

plans for structures inside of courtyards (office, apartments, condos, etc.)

- Car fire simulation in underground parking structure
- Training sessions should include BCs



- SCBA breath down (skills based)
- Save-Our-Own refresher
- Captain test preparation
- Video Based Operations (VBO)
- Construction projects in Tempe sent out in a Power Point format for review at the station

CHECK YOUR MORAL COMPASS

No one is raised in a moral vacuum. Every mentally balanced human being typically recognizes right from wrong. Whether a person is brought up a Christian, Jew, Buddhist, Muslim, Hindu, Unitarian, New Age, a free thinker, or an atheist, he/she is taught from toddler on that you shouldn't lie and there are consequences for doing so.

Each of us possess a moral GPS, a compass, or conscience, if you will, which is programmed by parents, teachers, coaches, clergy, relatives, scoutmasters, friends, and peers. This compass came with the package and it continues to differentiate between proper and improper courses until the day we expire.

Certain types of behavior encourage

a disconnect with our inner compass or conscience: Rationalizing



dims caution lights, arrogance blurs boundaries. Desperation and self gratification overrides good sense. Whatever the blinders may be, the right-wrong indicator light continues to flash all the same. We might not ask, but the compass tells.

Some point out that today's society tolerates too much questionable activity, making it difficult for the younger generation to get a consistent fix on right and wrong. Basic

misbehavior is considered as wrong today as it was 100 years ago, although today's atmosphere produces more creative and sophisticated rationalizations for such mischief. The needle of individual compasses points true. We are not always required by law to do what is right and proper. Decency and generosity, for instance, carry no legal mandate. Pure ethics are optional.

Laws define courses to which we must legally adhere or avoid. Ethics are standards of conduct that we ought to follow. There is some overlap of the two, but virtuous behavior usually is left to individual discretion.

Source: *Winners Never Cheat* by Jon M. Huntsman.

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KEY TO SUCCESS FOR COMPANY OFFICERS

It might be interesting to identify some of the key indicators that are present when a fire company is well supervised, activities are managed, and members lead to the point where they can almost function independent of daily direction by a chief officer. The following indicators have been gathered over several years of interaction and discussion with company and chief officers from several different fire departments:

- Each crew member understands that the purpose of the fire department is to serve the customer; to deliver service.
- The crew is well groomed and appropriately dressed. Uniforms are in good condition and the members wear the appropriate uniform for the work being performed at a given time.
- The station, apparatus and equipment are kept clean and in good working order – not because a chief is coming to inspect it, but because that is what is expected of the fire company.
- Losing equipment is a “big deal” within the company, and the regular loss of equipment is not

acceptable.

- Reports and other paperwork are completed in an accurate and timely manner. Administrative files (whether computerized or not) are maintained properly. This is done with the understanding that the information could be important to someone at a later date.
- Coordination and communication between the shifts at the station is open, positive, and productive.
- The crew members perform their work in a positive effective manner and do not spend an inordinate amount of time complaining about their job, the fire department, or each other. The crew members display pride in their work, the organization, and fellow members.
- The company members adhere to the department rules and regulations without the need for substantial supervision from outside the fire company. They have a



positive attitude and approach to issues like sick-leave use, safety, wellness, training, and the use of fire department property and equipment.

- The crew uses discretion and sound judgment concerning activities in the fire station. Members are conscious of the appearance or potential impact of issues like using beds at inappropriate times; the playing of video or similar games; materials, signs or remarks on walls, lockers, or bulletin boards; and general horseplay.
- Slack time during the day is used in a productive manner. In busy companies, this could include a nap so that the crew will be alert for the entire shift. It also can include pre-fire planning, training, prevention, public education, and maintenance programs.
- The crew functions well at emergency incidents and follows department standard operating

procedures (SOPs).

- Personal visitors to the fire station are received only at appropriate hours. The crew members recognize all visitors to the station and have a positive attitude toward visitors from other agencies.
- Company members attempt to understand how people outside the fire department might perceive what they (the crew members) may be doing at a given time. Sometimes, activities that appear OK to fire department members might not be viewed that way by others. This can damage the image of the fire department.
- When problems occur in the fire company, they are dealt with appropriately by the company officer. Chief officers should not have to cause this to occur.

Source: *Keys to Success for Company Officers* (Firehouse Magazine - November 1998) by Dennis Comp-ton.

FIREHOUSE RECEIPE

BBQ Chicken Salad A Refreshing Summer Meal

- | | |
|--|---|
| 1 head of iceberg lettuce chopped | 1 small to medium jicama skinned and diced into cubes |
| 1 purple onion sliced 1/4 inch thick and cut into 1-2 inch lengths | 1 can of black beans rinsed |
| 1 red bell pepper | 1 can of corn rinsed |
| 1 bunch of cilantro coarsely chopped | Ranch dressing |

Toss ingredients with the dressing making sure to use the dressing sparingly.



- 4 boneless skinless chicken breasts
- Olive oil
- Salt, Pepper, and Paprika
- BBQ Sauce
- Thin corn chips

Lightly coat the chicken with the olive oil and spices. Place chicken on a baking sheet and bake at 450° until done (approx. 15-20 minutes).

Pour BBQ sauce in a bowl. Dice chicken and toss in BBQ sauce.

Place salad on a plate, top with BBQ chicken and corn chips.

Receipe provided by Don Jongewaard.

ROCK TRIVIA

1. This band was established in the 1970s and had numerous hits during the 1980s. They derived their band name from a fire truck that was so named because it could exceed 40 mph in its day.
2. The Beach Boys were originally called:
 - A. The Pendletones
 - B. The El Caminos
 - C. The California Kids
3. In which U.S. city did the Beatles play their last concert?
 - A. New York
 - B. San Francisco
 - C. Los Angeles



Answers located on back page.

ARE YOU THEORY X OR THEORY Y?

THEORY X - Theory X assumptions lead quite naturally into directing individual efforts toward organizational objectives. It leads to emphasis on control and tactics of employees.

1. The average human being has an inherent dislike of work and will avoid it if possible.
2. Because of this human characteristic of dislike for work, most people must be coerced, controlled, directed, and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

Theory X assumptions also encourage us to categorize certain behaviors as human nature, when they may be actually be symptoms of a condition in which employees have been de-

prived of an opportunity to satisfy higher-order needs.

A strong tradition exists of viewing employment as an employee's agreement to accept control by others in exchange for rewards that are only of value outside of the workplace. With this view of human resources, an organization can never discover, let alone utilize, the potentialities of their employees.

Some organizations operate as a Theory X organization. Their policies, rules, operating procedures, culture, philosophy, and even their supervisors have a Theory X mentality. Although they promote the Theory Y verbiage, they live the Theory X beliefs.



THEORY Y - Theory Y assumptions are dynamic, indicate the possibility of human growth and development, and stress the necessity for selective adaptation on part of the organization and employee alike. Theory Y is more concerned with the nature of the relationship of the employee.

1. Work is considered as natural as play or rest.
2. People will exercise self-direction and self-control in the service of objectives to which they are committed.
3. Commitment to objectives is a function of the rewards associated their achievement.
4. The average human being learns - under proper conditions - not only to accept, but also to seek

responsibility.

5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed within the organization.

6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Theory Y assumptions challenge a number of deeply ingrained managerial habits of thought and action; they lead to a management philosophy of integration and self-control.

A supervisor operating by Theory Y assumptions will apply them similarly to all relationships - upward, downward and peer level.

Source: *The Human Side of Enterprise* by Douglas McGregor.

SUDUKO

9	2		3			6		7
			8					
			1	9	6			
		6		4	7			
	3	8				9	6	
			6	3		5		
			5	6	1			
					3			
1		5			9		4	2

BIRTHDAYS AND ANNIVERSARIES FOR AUGUST

Happy Birthday!

Hall, A.	8/2	Bailey, P.	8/12	Hammer, R.	8/22	Fletcher, J.	31 yrs.	8/22
Prigge, T.	8/2	Latta, T.	8/13	Williams, J.	8/22	Scott, M.	28 yrs.	8/28
Lott, G.	8/3	Walker, J.	8/13	McComb, M.	8/23			
Atkinson, M.	8/5	Sanchez, E.	8/15	Yarbrough, T.	8/23			
Abraham, T.	8/6	Engel, P.	8/16	Matthews, B.	8/25			
Stone, S.	8/6	Kuehl, M.	8/16	Kiefer, T.	8/31			
Abbott, T.	8/8	Fletcher, J.	8/17					
Burdett, E.	8/11	Minnick, R.	8/17					
Dillard, M.	8/11	Vaccarello, M.	8/19					
		Farina, P.	8/22					

Happy Anniversary!

Barton, J. 27 yrs. 8/13





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If you have any comments
and/or suggestions, please e-
mail the Training Captain.

THIS MONTH IN TEMPE HISTORY

August 1939 The Tempe Volunteer Fire Department joins the National Fire Protection Association. This is a nationwide organization of 15,000 firefighters that share information with each other (2,906 approximate population of Tempe).

East 13th Street was renamed Apache Boulevard in **August 1950**, and designated as a key link in several major routes through the state, including U.S. Highways 60, 70, 80, and 89, and State Route 93 (7,684 approximate population of Tempe).

August 21, 1972 Wally Filger, the first "paid" fireman, retires. Filger's City employee number is 00001 (64,000 approximate population of Tempe).

August 5, 1975 The formal dedication of Station #3 is held (93,822 approximate population of Tempe) (Population in 2005 - 160,735).

August 1997 Tempe becomes the first internationally accredited fire department by the Commission on Fire Accreditation International (CFAI) (154,000 approximate population of Tempe).

Source: *For Whom The "Town Bull" Tolls - A History of the Tempe Fire Department* by Shirley Blanton

SUDOKU SOLUTION

9	2	1	3	5	4	6	8	7
6	5	3	8	7	2	4	1	9
4	8	7	1	9	6	2	3	5
5	1	6	9	4	7	8	2	3
7	3	8	2	1	5	9	6	4
2	9	4	6	3	8	5	7	1
3	4	2	5	6	1	7	9	8
8	7	9	4	2	3	1	5	6
1	6	5	7	8	9	3	4	2

TRIVIA ANSWERS

1. REO Speedwagon
2. The Pendletons (A)
3. San Francisco (B)

STRATEGY AND TACTICS TIPS

Substation Safety - The electric utility companies have asked the fire departments to refrain from accessing electrical substations until the proper utility company is on-scene. A recent incident occurred in the east valley where a fire department cut the lock and accessed the substation while the entire yard was energized.

According to Phoenix Regional Operations manual (Volume 2, MP 206.07) any incident where fire department personnel are required to enter electrical substations to rescue and remove persons in need of assistance present very serious potential dangers. In order to operate safely in these situations, special precautions must be taken and rigidly enforced. All reported fires or explosions in substations should receive a 2-&-1 hazardous dispatch. It shall be the policy that no fire department personnel enter a substation. The first arriving company must attempt to gather all available information about the

nature of the situation. Reconnaissance should be performed by looking over block walls or through fences. If no victim is located, the company should stand by and wait for the electric utilities troubleshooter to arrive. If a victim is located, personnel should attempt to evaluate the condition and position of the victim. If the victim appears to be stable, the crew should instruct the victim not to move and assume a stand-by posture to wait for additional resources to arrive. If the victim is savable, but in a critical position, the company officer may elect to cut the lock on the gate and enter, keeping in mind the extreme danger that the rescue personnel will be exposed to.

Operations within substations shall be approached with extreme caution. Depending on the type of substation, maximum voltage ranges from 69,000 volts to 500,000 volts. The fire department has no equipment that can safely insulate personnel from

these voltages. Direct supervision is required and all safety precautions and procedures shall be rigidly enforced. Operations shall be conducted in a manner which avoids premature commitment to unknown risks. A minimum amount of personnel needed to affect a rescue will be allowed to enter. Personnel must always keep in mind the reduced clearances and assume that all equipment inside fenced area is energized. Personnel must stay low, and carry tools horizontal with the ground and below waist level.

If a victim is found to be in contact with electrical equipment, no attempt should be made to remove the victim until the representative from the utility deems it safe.

Source: Phoenix Regional Operations Manual - Volume 2, MP206.07

